

| People | | | | | | | | | | | | | | | |
|-------------------|--|----------------------|----------------|-------|-------|--------|-------|-------|--------|-------|-------|--------|-------|-------|--------|
| GRI | Required Data | Unit | OR Performance | | | | | | | | | | | | |
| | | | 2020 | | | 2021 | | | 2022 | | | 2023 | | | |
| | | | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Target |
| GRI 2-7 (2021) | Employees | | | | | | | | | | | | | | |
| | Total employee | Manpower | 1,477 | 1,007 | 470 | 1,532 | 1,011 | 521 | 1,628 | 1,044 | 584 | 1,783 | 1,104 | 679 | - |
| | - Bangkok | Manpower | 1,072 | 637 | 435 | 1,125 | 647 | 478 | 1,203 | 670 | 533 | 1,335 | 715 | 620 | - |
| | - Other Provinces ^[3] | Manpower | 376 | 344 | 32 | 386 | 345 | 41 | 401 | 352 | 49 | 425 | 369 | 56 | - |
| | - International | Manpower | 29 | 26 | 3 | 21 | 19 | 2 | 24 | 22 | 2 | 23 | 20 | 3 | - |
| | Percentage of women employees in workforce | % of Total workforce | 100.00 | 68.18 | 31.82 | 100.00 | 65.99 | 34.01 | 100.00 | 64.13 | 35.87 | 100.00 | 61.92 | 38.08 | 38 |
| | Employees breakdown by region and gender | | | | | | | | | | | | | | |
| | Permanent employees ^[1] | Manpower | 1,477 | 1,007 | 470 | 1,532 | 1,011 | 521 | 1,628 | 1,044 | 584 | 1,783 | 1,104 | 679 | - |
| | - Bangkok | Manpower | 1,072 | 637 | 435 | 1,125 | 647 | 478 | 1,203 | 670 | 533 | 1,335 | 715 | 620 | - |
| | - Other Provinces ^[3] | Manpower | 376 | 344 | 32 | 386 | 345 | 41 | 401 | 352 | 49 | 425 | 369 | 56 | - |
| | - International | Manpower | 29 | 26 | 3 | 21 | 19 | 2 | 24 | 22 | 2 | 23 | 20 | 3 | - |
| | Temporary employees | Manpower | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | - |
| | - Bangkok | Manpower | - | - | - | - | - | - | - | - | - | - | - | - | - |
| | - Other Provinces ^[3] | Manpower | - | - | - | - | - | - | - | - | - | - | - | - | - |
| | - International | Manpower | - | - | - | - | - | - | - | - | - | - | - | - | - |
| | Non-guaranteed hours employees | Manpower | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | - |
| | - Bangkok | Manpower | - | - | - | - | - | - | - | - | - | - | - | - | - |
| | - Other Provinces ^[3] | Manpower | - | - | - | - | - | - | - | - | - | - | - | - | - |
| | - International | Manpower | - | - | - | - | - | - | - | - | - | - | - | - | - |
| | Full-time employees | Manpower | 1,477 | 1,007 | 470 | 1,532 | 1,011 | 521 | 1,628 | 1,044 | 584 | 1,783 | 1,104 | 679 | - |
| | - Bangkok | Manpower | 1,072 | 637 | 435 | 1,125 | 647 | 478 | 1203 | 670 | 533 | 1,335 | 715 | 620 | - |
| | - Other Provinces ^[3] | Manpower | 376 | 344 | 32 | 386 | 345 | 41 | 401 | 352 | 49 | 425 | 369 | 56 | - |
| | - International | Manpower | 29 | 26 | 3 | 21 | 19 | 2 | 24 | 22 | 2 | 23 | 20 | 3 | - |
| | Part-time employees | Manpower | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | - |
| | - Bangkok | Manpower | - | - | - | - | - | - | - | - | - | - | - | - | - |
| | - Other Provinces ^[3] | Manpower | - | - | - | - | - | - | - | - | - | - | - | - | - |
| | - International | Manpower | - | - | - | - | - | - | - | - | - | - | - | - | - |
| GRI 2-8 (2021) | Workers Who are not Employees | | | | | | | | | | | | | | |
| | Outsourced workers ^[2] | Manpower | 1,455 | 937 | 518 | 1,470 | 939 | 531 | 1664 | 1035 | 629 | 1,740 | 1060 | 680 | - |

| GRI | Required Data | Unit | OR Performance | | | | | | | | | | | | |
|---------------------|---|----------------------|----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| | | | 2020 | | | 2021 | | | 2022 | | | 2023 | | | |
| | | | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Target |
| GRI 405-1 (2016) | Diversity of Employees | | | | | | | | | | | | | | |
| | Diversity of employees breakdown by age | | | | | | | | | | | | | | |
| | Employees with age under 30 years | Manpower | 387 | 227 | 160 | 360 | 192 | 168 | 334 | 171 | 163 | 374 | 189 | 185 | - |
| | | % of Total workforce | 26.20 | 15.37 | 10.83 | 23.50 | 12.53 | 10.97 | 20.52 | 10.50 | 10.01 | 20.98 | 10.60 | 10.38 | - |
| | Employees with age between 30-50 years | Manpower | 867 | 601 | 266 | 961 | 647 | 314 | 1095 | 715 | 380 | 1206 | 757 | 449 | - |
| | | % of Total workforce | 58.70 | 40.69 | 18.01 | 62.73 | 42.23 | 20.50 | 67.26 | 43.92 | 23.34 | 67.64 | 42.46 | 25.18 | - |
| | Employees with age over 50 years | Manpower | 223 | 179 | 44 | 211 | 172 | 39 | 199 | 158 | 41 | 203 | 158 | 45 | - |
| | | % of Total workforce | 15.10 | 12.12 | 2.98 | 13.77 | 11.23 | 2.55 | 12.22 | 9.71 | 2.52 | 11.39 | 8.86 | 2.52 | - |
| | Diversity of employees breakdown by nationality | | | | | | | | | | | | | | |
| | Share in total workforce - Thai | Manpower | 1,477 | 1007 | 470 | 1,532 | 1011 | 521 | 1,628 | 1044 | 584 | 1783 | 1104 | 679 | - |
| | | % of Total workforce | 100.00 | 68.18 | 31.82 | 100 | 65.99 | 34.01 | 100 | 64.13 | 35.87 | 100 | 61.92 | 38.08 | - |
| | Share in all management positions, including junior, middle and senior management - Thai | % of Total workforce | 22.41 | 15.28 | 7.13 | 21.87 | 14.43 | 7.44 | 21.62 | 13.87 | 7.76 | 21.14 | 13.09 | 8.05 | - |
| | | | | | | | | | | | | | | | |
| | Share in total workforce - Religious (Buddhism) | Manpower | N/A | | | N/A | | | N/A | | | N/A | | | - |
| | | % of Total workforce | N/A | | | N/A | | | N/A | | | N/A | | | - |
| | Share in all management positions, including junior, middle and senior management - Religious (Buddhism) | % of Total workforce | N/A | | | N/A | | | N/A | | | N/A | | | - |
| | Share in total workforce - Religious (Muslim) | Manpower | N/A | | | N/A | | | N/A | | | N/A | | | - |
| | | % of Total workforce | N/A | | | N/A | | | N/A | | | N/A | | | - |
| | Share in all management positions, including junior, middle and senior management - Religious (Muslim) | % of Total workforce | N/A | | | N/A | | | N/A | | | N/A | | | - |
| | Share in total workforce - Religious (Christian) | Manpower | N/A | | | N/A | | | N/A | | | N/A | | | - |
| | | % of Total workforce | N/A | | | N/A | | | N/A | | | N/A | | | - |
| | Share in all management positions, including junior, middle and senior management - Religious (Christian) | % of Total workforce | N/A | | | N/A | | | N/A | | | N/A | | | - |
| | Share in total workforce - Religious (Others) | Manpower | N/A | | | N/A | | | N/A | | | N/A | | | - |
| | | % of Total workforce | N/A | | | N/A | | | N/A | | | N/A | | | - |
| | Share in all management positions, including junior, middle and senior management - Religious (Others) | % of Total workforce | N/A | | | N/A | | | N/A | | | N/A | | | - |
| | | | | | | | | | | | | | | | |
| | Number of people with disability | Manpower | 0 | | | 0 | | | 0 | | | 0 | | | - |
| | Share in total workforce - People with disability | % of Total workforce | 0 | | | 0 | | | 0 | | | 0 | | | - |

| GRI | Required Data | Unit | OR Performance | | | | | | | | | | | | |
|--|--|-------|----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| | | | 2020 | | | 2021 | | | 2022 | | | 2023 | | | |
| | | | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Target |
| | Diversity of employees breakdown Employees by level ^[4] | | | | | | | | | | | | | | |
| Executive (Level 16-19) | Manpower | 10 | 9 | 1 | 11 | 10 | 1 | 11 | 10 | 1 | 10 | 8 | 2 | - | |
| | % of Total workforce | 0.68 | 0.61 | 0.07 | 0.72 | 0.65 | 0.07 | 0.68 | 0.61 | 0.06 | 0.56 | 0.45 | 0.11 | - | |
| Middle management (Level 14-15) | Manpower | 51 | 37 | 14 | 52 | 38 | 14 | 55 | 39 | 16 | 57 | 40 | 17 | - | |
| | % of Total workforce | 3.45 | 2.51 | 0.95 | 3.39 | 2.48 | 0.91 | 3.38 | 2.40 | 0.98 | 3.20 | 2.24 | 0.95 | - | |
| Junior Management (Level11-13 and Level 9-10 who responsible as Manager) | Manpower | 270 | 217 | 53 | 272 | 216 | 56 | 286 | 216 | 70 | 310 | 224 | 86 | - | |
| | % of Total workforce | 18.28 | 14.69 | 3.59 | 17.75 | 14.10 | 3.66 | 17.57 | 13.27 | 4.30 | 17.39 | 12.56 | 4.82 | - | |
| Senior Employee (Level 9-10 excluded Manager) | Manpower | 310 | 185 | 125 | 331 | 195 | 136 | 355 | 209 | 146 | 361 | 206 | 155 | - | |
| | % of Total workforce | 20.99 | 12.53 | 8.46 | 21.61 | 12.73 | 8.88 | 21.81 | 12.84 | 8.97 | 20.25 | 11.55 | 8.69 | - | |
| Employee (Level 8 and below) | Manpower | 836 | 559 | 277 | 866 | 552 | 314 | 921 | 570 | 351 | 1,045 | 626 | 419 | - | |
| | % of Total workforce | 56.60 | 37.85 | 18.75 | 56.53 | 36.03 | 20.50 | 56.57 | 35.01 | 21.56 | 58.61 | 35.11 | 23.50 | - | |
| Workforce breakdown by region (rural/urban) of Thailand origin (Cultural background) | | | | | | | | | | | | | | | |
| Eastern | Total workforce (Manpower) | 134 | 112 | 22 | 131 | 110 | 21 | 129 | 104 | 25 | 142 | 112 | 30 | - | |
| | % of total workforce | 9.07 | | | 8.55 | | | 7.92 | | | 7.96 | | | - | |
| | Management workforce (Manpower) | 38 | | | 34 | | | 32 | | | 35 | | | - | |
| | % of total management workforce | 11.48 | | | 10.15 | | | 9.09 | | | 9.28 | | | - | |
| Western | Total workforce (Manpower) | 15 | 12 | 3 | 18 | 12 | 6 | 20 | 11 | 9 | 24 | 15 | 9 | - | |
| | % of total workforce | 1.02 | | | 1.17 | | | 1.23 | | | 1.35 | | | - | |
| | Management workforce (Manpower) | 2 | | | 1 | | | 1 | | | 2 | | | - | |
| | % of total management workforce | 0.60 | | | 0.30 | | | 0.28 | | | 0.53 | | | - | |
| Southern | Total workforce (Manpower) | 89 | 75 | 14 | 93 | 77 | 16 | 91 | 75 | 16 | 105 | 80 | 25 | - | |
| | % of total workforce | 6.03 | | | 6.07 | | | 5.59 | | | 5.89 | | | - | |
| | Management workforce (Manpower) | 13 | | | 15 | | | 16 | | | 19 | | | - | |
| | % of total management workforce | 3.93 | | | 4.48 | | | 4.55 | | | 5.04 | | | - | |

| GRI | Required Data | Unit | OR Performance | | | | | | | | | | | | |
|---------------------|---|---|----------------|-------|-------|--------|-------|-------|--------|-------|-------|--------|-------|-------|--------|
| | | | 2020 | | | 2021 | | | 2022 | | | 2023 | | | |
| | | | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Target |
| | Northern | Total workforce (Manpower) | 97 | 72 | 25 | 101 | 73 | 28 | 98 | 68 | 30 | 109 | 74 | 35 | - |
| | | % of total workforce | 6.57 | | | 6.59 | | | 6.02 | | | 6.11 | | | - |
| | | Management workforce (Manpower) | 17 | | | 17 | | | 16 | | | 20 | | | - |
| | | % of total management workforce | 5.14 | | | 5.07 | | | 4.55 | | | 5.31 | | | - |
| | Central | Total workforce (Manpower) | 1,055 | 670 | 385 | 1,110 | 681 | 429 | 1,204 | 723 | 481 | 1,311 | 759 | 552 | - |
| | | % of total workforce | 71.43 | | | 72.45 | | | 73.96 | | | 73.53 | | | - |
| | | Management workforce (Manpower) | 244 | | | 251 | | | 272 | | | 364 | | | - |
| | | % of total management workforce | 73.72 | | | 74.93 | | | 77.27 | | | 96.55 | | | - |
| | Northeastern | Total workforce (Manpower) | 87 | 66 | 21 | 79 | 58 | 21 | 86 | 63 | 23 | 92 | 64 | 28 | - |
| | | % of total workforce | 5.89 | | | 5.16 | | | 5.28 | | | 5.16 | | | - |
| | | Management workforce (Manpower) | 16 | | | 17 | | | 15 | | | 17 | | | - |
| | | % of total management workforce | 4.83 | | | 5.07 | | | 4.26 | | | 4.51 | | | - |
| GRI 405-1 (2016) | Share Position in total workforce | | | | | | | | | | | | | | |
| | Share of workforce by all management positions (i.e. Junior, Middle and Top level management.) | Manpower | 331 | 263 | 68 | 335 | 264 | 71 | 352 | 265 | 87 | 377 | 272 | 105 | - |
| | | % (as % of Total management workforce) | 100.00 | 79.46 | 20.54 | 100.00 | 78.81 | 21.19 | 100.00 | 75.28 | 24.72 | 100.00 | 72.15 | 27.85 | 27 |
| | Share of workforce in junior management positions, i.e. first level of management | Manpower | 274 | 220 | 54 | 272 | 216 | 56 | 286 | 216 | 70 | 310 | 224 | 86 | - |
| | | % (as % of Total junior management positions) | 100.00 | 80.29 | 19.71 | 100.00 | 79.41 | 20.59 | 100.00 | 75.52 | 24.48 | 100.00 | 72.26 | 27.74 | 27 |
| | Share of workforce in middle management positions, i.e. managers who head specific departments (such as accounting, marketing, production) or business units, or who serve as project managers in flat organizations. | Manpower | 51 | 37 | 14 | 50 | 36 | 14 | 55 | 39 | 16 | 57 | 40 | 17 | - |
| | | % (as % of Total middle management positions) | 100.00 | 72.55 | 27.45 | 100.00 | 72.00 | 28.00 | 100.00 | 70.91 | 29.09 | 100.00 | 70.18 | 29.82 | 29 |
| | Share of workforce in top management positions, i.e. maximum two levels away from the CEO or comparable positions | Manpower | 10 | 9 | 1 | 11 | 10 | 1 | 11 | 10 | 1 | 10 | 8 | 2 | - |
| | | % (as % of Total top management positions) | 100.00 | 90.00 | 10.00 | 100.00 | 90.91 | 9.09 | 100.00 | 90.91 | 9.09 | 100.00 | 80.00 | 20.00 | 20 |

| GRI | Required Data | Unit | OR Performance | | | | | | | | | | | | |
|---------------------|--|----------------------------------|----------------|-------|-------|--------|--------|--------|---------------|-----------|-----------|---------------|-----------|-----------|--------|
| | | | 2020 | | | 2021 | | | 2022 | | | 2023 | | | |
| | | | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Target |
| | Share of workforce in management positions in revenue-generating functions (e.g. sales) | Manpower | 260 | 223 | 37 | 175 | 145 | 30 | 264 | 224 | 40 | 190 | 152 | 38 | - |
| | | % (as % of All such managers) | 100.00 | 85.77 | 14.23 | 100.00 | 82.86 | 17.14 | 100.00 | 84.85 | 15.15 | 100.00 | 80.00 | 20.00 | 19 |
| | Share of workforce in positions related to Science-Technology-Engineering-Mathematics Area (STEM-related) | Manpower | 948 | 781 | 167 | 936 | 767.00 | 169.00 | 937 | 760 | 177 | 979 | 773 | 206 | - |
| | | % (as % of Total STEM positions) | 100.00 | 82.38 | 17.62 | 100.00 | 81.94 | 18.06 | 100.00 | 81.11 | 18.89 | 100.00 | 78.96 | 21.04 | 21 |
| GRI 404-1 (2016) | Average Hours of Employee Training | | | | | | | | | | | | | | |
| | Employee Training hour | Hour | | | | | | | 35,605.90 | 23,519.91 | 12,085.99 | 78,990.18 | 48,688.52 | 30,301.66 | - |
| | Average hours per FTE of training and development of employee ^[5] | Average Hour per Employee | 17.43 | 15.11 | 22.40 | 33.77 | 31.64 | 37.89 | 21.87 | 22.53 | 20.70 | 44.30 | 44.10 | 44.63 | - |
| | Amount spending on employee training and development | THB | | | | | | | 19,183,869.00 | N/A | N/A | 25,170,228.91 | N/A | N/A | - |
| | Average amount spent per FTE on training and development | THB | 8,235 | N/A | N/A | 12,019 | N/A | N/A | 11,783.70 | N/A | N/A | 13,198.86 | N/A | N/A | - |
| | Average Hours of Employee Training breakdown by Employees by level ^[4] | | | | | | | | | | | | | | |
| | Employee Training hour- Executive (Level 16-19) | Hour | | | | | | | 91.33 | | | 562.98 | | | - |
| | Average Hours of Employee Training - Executive (Level 16-19) | Average Hour per Employee | 33.20 | | | 22.34 | | | 8.30 | | | 56.30 | | | - |
| | Employee Training hour- Middle management (Level 14-15) | Hour | | | | | | | 459.73 | | | 1,875.82 | | | - |
| | Average Hours of Employee Training - Middle management (Level 14-15) | Average Hour per Employee | 32.06 | | | 31.11 | | | 8.36 | | | 32.91 | | | - |
| | Employee Training hour- Junior Management (Level 11-13 and Level 9-10 who responsible as Manager) | Hour | | | | | | | 3,532.25 | | | 13053.21 | | | - |
| | Average Hours of Employee Training - Junior Management (Level 11-13 and Level 9-10 who responsible as Manager) | Average Hour per Employee | 10.12 | | | 33.10 | | | 12.35 | | | 42.11 | | | - |
| | Employee Training hour - Senior Employee (Level 9-10) | Hour | | | | | | | 11,905.58 | | | 13,083.30 | | | - |
| | Average Hours of Employee Training - Senior Employee (Level 9-10) | Average Hour per Employee | 11.25 | | | 33.92 | | | 33.54 | | | 36.24 | | | - |
| | Employee Training hour- Employee (Level 8 and below) | Hour | | | | | | | 19,617.01 | | | 50414.87 | | | - |
| | Average Hours of Employee Training - Employee (Level 8 and below) | Average Hour per Employee | 21.11 | | | 34.22 | | | 21.30 | | | 48.24 | | | - |
| | Average Hours of Employee Training breakdown by age | | | | | | | | | | | | | | |
| | Employee Training hour- Employees below 30 years old | Hour | | | | | | | 6,481.77 | | | 39252.02 | | | - |
| | Average Hours of Employee Training - Employees below 30 years old | Average Hour per Employee | 33.79 | | | 53.54 | | | 19.41 | | | 104.95 | | | - |
| | Employee Training hour - Employees 30-50 years old | Hour | | | | | | | 23,756.28 | | | 27918.62 | | | - |

| GRI | Required Data | Unit | OR Performance | | | | | | | | | | | | |
|--|---|---------------------------|----------------|---------|---------|-----------|---------|---------|-----------|---------|---------|----------|---------|---------|--------|
| | | | 2020 | | | 2021 | | | 2022 | | | 2023 | | | |
| | | | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Target |
| | Average Hours of Employee Training - Employees 30-50 years old | Average Hour per Employee | 12.83 | | | 29.03 | | | 21.70 | | | 23.15 | | | - |
| | Employee Training hour - Employees over 50 years old | Hour | | | | | | | 5,367.86 | | | 11819.54 | | | - |
| | Average Hours of Employee Training - Employees over 50 years old | Average Hour per Employee | 7.46 | | | 22.48 | | | 26.97 | | | 58.22 | | | - |
| | Average Hours of Employee Training breakdown by nationality | | | | | | | | | | | | | | |
| | Employee Training hour- Thai | Hour | 26,717.92 | | | 55,769.24 | | | 35,605.90 | | | 78990.18 | | | - |
| | Average Hours of Employee Training- Thai | Average Hour per Employee | 18.09 | | | 36.40 | | | 21.87 | | | 44.30 | | | - |
| | Average Hours of Employee Training breakdown by type of training | | | | | | | | | | | | | | |
| | Employee Training hour for Compliance Training | Hour | N/A | | | N/A | | | 33,398.55 | | | 45216.79 | | | - |
| | Average Hours of Employee for Compliance Training | Average Hour per Employee | N/A | | | N/A | | | 20.52 | | | 25.36 | | | - |
| | Employee Training hour for IT Training | Hour | N/A | | | N/A | | | 2,083.11 | | | 1848.69 | | | - |
| | Average Hours of Employee for IT Training | Average Hour per Employee | N/A | | | N/A | | | 1.28 | | | 1.04 | | | - |
| | Employee Training hour for OHS Training | Hour | N/A | | | N/A | | | 124.24 | | | 31924.7 | | | - |
| | Average Hours of Employee for OHS Training | Average Hour per Employee | N/A | | | N/A | | | 0.08 | | | 17.91 | | | - |
| GRI 401-1 (2016) | New Employee Hires | | | | | | | | | | | | | | |
| | Total new employees hires | Manpower | 156 | 85 | 71 | 120 | 46 | 74 | 186 | 89 | 97 | 204 | 93 | 111 | - |
| | | % Employees | 10.56 | 5.75 | 4.81 | 7.83 | 3.00 | 4.83 | 11.43 | 5.47 | 5.96 | 11.44 | 5.22 | 6.23 | - |
| | Average hiring cost/FTE ^[8] | THB | 249,231 | No Data | No Data | 257,026 | No Data | No Data | 254,061 | No Data | No Data | 255,475 | No Data | No Data | - |
| | Percentage of open positions filled by internal candidates (internal hires) | Manpower | 48 | 32 | 16 | 62 | 31 | 31 | 69 | 39 | 30 | 69 | 40 | 29 | - |
| | | % of total number of | 24.49% | 16.33% | 8.16% | 31.63% | 15.82% | 15.82% | 35.20% | 19.90% | 15.31% | 35.20% | 20.41% | 14.80% | - |
| | New employees hires breakdown by region | | | | | | | | | | | | | | |
| | New employees hires in Bangkok | Manpower | 132 | 68 | 64 | 104 | 38 | 66 | 166 | 74 | 93 | 176 | 73 | 103 | - |
| | | % Employees | 8.94 | 4.60 | 4.33 | 6.79 | 2.48 | 4.31 | 10.20 | 4.55 | 5.71 | 9.87 | 4.09 | 5.78 | - |
| | New employees hires in other Provinces ^[3] | Manpower | 21 | 15 | 6 | 16 | 8 | 8 | 20 | 15 | 5 | 28 | 20 | 8 | - |
| | | % Employees | 1.42 | 1.02 | 0.41 | 1.04 | 0.52 | 0.52 | 1.23 | 0.92 | 0.31 | 1.57 | 1.12 | 0.45 | - |
| | New employees hires in international | Manpower | 3 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | - | 0 | 0 | - |
| | | % Employees | 0.20 | 0.14 | 0.07 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0 | 0 | 0 | - |
| | New employees hires breakdown by age | | | | | | | | | | | | | | |
| | New employees hires age below 30 years old | Manpower | 117 | 68 | 49 | 76 | 26 | 50 | 103 | 44 | 59 | 148 | 68 | 80 | - |
| % Employees | | 7.92 | 4.60 | 3.32 | 4.96 | 1.70 | 3.26 | 6.33 | 2.70 | 3.62 | 8.30 | 3.81 | 4.49 | - | |
| New employees hires from age 30-50 years old | Manpower | 39 | 17 | 22 | 42 | 19 | 23 | 78 | 42 | 36 | 56 | 25 | 31 | - | |

| GRI | Required Data | Unit | OR Performance | | | | | | | | | | | | |
|---|---|-------------|----------------|------|-------|-------|------|-------|-------|------|-------|-------|------|-------|--------|
| | | | 2020 | | | 2021 | | | 2022 | | | 2023 | | | |
| | | | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Target |
| | | % Employees | 2.64 | 1.15 | 1.49 | 2.74 | 1.24 | 1.50 | 4.79 | 2.58 | 2.21 | 3.14 | 1.40 | 1.74 | - |
| | New employees hires age over 50 years old | Manpower | 0 | 0 | 0 | 2 | 1 | 1 | 5 | 3 | 2 | - | 0 | 0 | - |
| | | % Employees | 0 | 0 | 0 | 0.13 | 0.07 | 0.07 | 0.31 | 0.18 | 0.12 | 0 | 0 | 0 | - |
| | New employees hires breakdown by nationality | | | | | | | | | | | | | | |
| | New employees hires - Thai | Manpower | 156 | 85 | 71 | 120 | 46 | 74 | 186 | 89 | 97 | 204 | 93 | 111 | - |
| | | % Employees | 10.56 | 5.75 | 4.81 | 7.83 | 3.00 | 4.83 | 11.43 | 5.47 | 5.96 | 11.44 | 5.22 | 6.23 | - |
| | New employees hires breakdown by Management Level | | | | | | | | | | | | | | |
| | New employees hires - Executive (Level 16-19) | Manpower | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | - | 0 | 0 | - |
| | | % Employees | 0 | 0 | 0 | 0.00 | 0.00 | 0.00 | 0.06 | 0.06 | 0.00 | 0 | 0 | 0 | - |
| | New employees hires - Middle management (Level 14-15) | Manpower | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | - | 0 | 0 | - |
| | | % Employees | 0 | 0 | 0 | 0.00 | 0.00 | 0.00 | 0.06 | 0.00 | 0.06 | 0 | 0 | 0 | - |
| | New employees hires - Junior Management Level (Level 11-13 and Level 9-10 who responsible as Manager) | Manpower | 2 | 2 | 0 | 5 | 2 | 3 | 15 | 6 | 9 | 5 | 1 | 4 | - |
| | | % Employees | 0.14 | 0.14 | 0.00 | 0.33 | 0.13 | 0.20 | 0.92 | 0.37 | 0.55 | 0.28 | 0.06 | 0.22 | - |
| | New employees hires - Senior Employee (Level 9-10 excluded Manager) | Manpower | 17 | 5 | 12 | 11 | 3 | 8 | 25 | 12 | 13 | 6 | 1 | 5 | - |
| | | % Employees | 1.15 | 0.34 | 0.81 | 0.72 | 0.20 | 0.52 | 1.54 | 0.74 | 0.80 | 0.34 | 0.06 | 0.28 | - |
| | New employees hires - Employee (Level 8 and below) | Manpower | 137 | 78 | 59.00 | 104 | 41 | 63 | 144 | 70 | 74 | 193 | 91 | 102 | - |
| | | % Employees | 9.28 | 5.28 | 3.99 | 6.79 | 2.68 | 4.11 | 8.85 | 4.30 | 4.55 | 10.82 | 5.10 | 5.72 | - |
| GRI 401-1 (2016) | Employee turnover | | | | | | | | | | | | | | |
| | Employee turnover | Manpower | 17 | 7 | 10 | 33 | 18 | 15 | 45 | 18 | 27 | 30 | 13 | 17 | - |
| | | % Employees | 1.15 | 0.47 | 0.68 | 2.15 | 1.17 | 0.98 | 2.76 | 1.11 | 1.66 | 1.68 | 0.73 | 0.95 | - |
| | Employee voluntary turnover | Manpower | 17 | 7 | 10 | 33 | 18 | 15 | 45 | 18 | 27 | 30 | 13 | 17 | - |
| | | % Employees | 1.15 | 0.47 | 0.68 | 2.15 | 1.17 | 0.98 | 2.76 | 1.11 | 1.66 | 1.68 | 0.73 | 0.95 | - |
| | Employee turnover breakdown by region | | | | | | | | | | | | | | |
| | Employee turnover in Bangkok | Manpower | 17 | 7 | 10 | 31 | 16 | 15 | 44 | 17 | 27 | 29 | 12 | 17 | - |
| | | % Employees | 1.15 | 0.47 | 0.68 | 2.02 | 1.04 | 0.98 | 2.70 | 1.04 | 1.66 | 1.63 | 0.67 | 0.95 | - |
| | Employee turnover in other Provinces ^[3] | Manpower | 0 | 0 | 0 | 2 | 2 | 0 | 1 | 1 | 0 | 1 | 1 | 0 | - |
| | | % Employees | 0.00 | 0.00 | 0.00 | 0.13 | 0.13 | 0.00 | 0.06 | 0.06 | 0.00 | 0.06 | 0.06 | 0.00 | - |
| | Employee turnover in international | Manpower | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | - | 0 | 0 | - |
| | | % Employees | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0 | 0 | 0 | - |
| | Employee turnover breakdown by age | | | | | | | | | | | | | | |
| | Employee turnover age below 30 years old | Manpower | 9 | 3 | 6 | 14 | 6 | 8 | 21 | 10 | 11 | 12 | 5 | 7 | - |
| | | % Employees | 0.61 | 0.20 | 0.41 | 0.91 | 0.39 | 0.52 | 1.29 | 0.61 | 0.68 | 0.67 | 0.28 | 0.39 | - |
| | Employee turnover from age 30-50 years old | Manpower | 7 | 3 | 4 | 16 | 10 | 6 | 23 | 7 | 16 | 18 | 8 | 10 | - |
| | | % Employees | 0.47 | 0.20 | 0.27 | 1.04 | 0.65 | 0.39 | 1.41 | 0.43 | 0.98 | 1.01 | 0.45 | 0.56 | - |
| Employee turnover age over 50 years old | Manpower | 1 | 1 | 0 | 3 | 2 | 1 | 1 | 1 | 0 | - | 0 | 0 | - | |
| | % Employees | 0.07 | 0.07 | 0 | 0.20 | 0.13 | 0.07 | 0.06 | 0.06 | 0.00 | 0 | 0 | 0 | - | |

| GRI | Required Data | Unit | OR Performance | | | | | | | | | | | | |
|---------------------|--|-------------|----------------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|--------|--------|
| | | | 2020 | | | 2021 | | | 2022 | | | 2023 | | | |
| | | | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Target |
| | Employee turnover breakdown by nationality | | | | | | | | | | | | | | |
| | Employee turnover - Thai | Manpower | 17 | 7 | 10 | 33 | 18 | 15 | 45 | 18 | 27 | 30 | 13 | 17 | - |
| | | % Employees | 1.15 | 0.47 | 0.68 | 2.15 | 1.17 | 0.98 | 2.76 | 1.11 | 1.66 | 1.68 | 0.73 | 0.95 | - |
| | Employee turnover breakdown by Management Level | | | | | | | | | | | | | | |
| | Employee turnover - Executive (Level 16-19) | Manpower | 1 | 1 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | - | 0 | 0 | - |
| | | % Employees | 0.07 | 0.07 | 0.00 | 0.07 | 0.07 | 0.00 | 0.00 | 0.00 | 0.00 | 0 | 0 | 0 | - |
| | Employee turnover - Middle management (Level 14-15) | Manpower | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | - | 0 | 0 | - |
| | | % Employees | 0.00 | 0.00 | 0.00 | 0.07 | 0.00 | 0.07 | 0.00 | 0.00 | 0.00 | 0 | 0 | 0 | - |
| | Employee turnover - Junior Management (Level 11-13 and Level 9-10 who responsible as Manager) | Manpower | 1 | 0 | 1 | 1 | 1 | 0 | 3 | 1 | 2 | - | 0 | 0 | - |
| | | % Employees | 0.07 | 0.00 | 0.07 | 0.07 | 0.07 | 0.00 | 0.18 | 0.06 | 0.12 | 0 | 0 | 0 | - |
| | Employee turnover - Senior Employee (Level 9-10 excluded Manager) | Manpower | 4 | 3 | 1 | 4 | 2 | 2 | 9 | 1 | 8 | 3 | 2 | 1 | - |
| | | % Employees | 0.27 | 0.20 | 0.07 | 0.26 | 0.13 | 0.13 | 0.55 | 0.06 | 0.49 | 0.17 | 0.11 | 0.06 | - |
| | Employee turnover - Employee (Level 8 and below) | Manpower | 11 | 3 | 8 | 26 | 14 | 12 | 33 | 16 | 17 | 27 | 11 | 16 | - |
| | | % Employees | 0.74 | 0.20 | 0.54 | 1.70 | 0.91 | 0.78 | 2.03 | 0.98 | 1.04 | 1.51 | 0.62 | 0.90 | - |
| GRI 401-3 (2016) | Parental leave | | | | | | | | | | | | | | |
| | Number of employees entitled to parental leave | Manpower | 1,477 | 1,007 | 470 | 1,532 | 1,011 | 521 | 1,628 | 1,044 | 584 | 1,783 | 1104 | 679 | - |
| | Share in total workforce - employees entitled to parental leave | % of FTEs | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | - |
| | Number of employees taking parental leave | Manpower | 30 | 19 | 11 | 37 | 26 | 11 | 33 | 19 | 14 | 33 | 24 | 9 | - |
| | Number of employees returning to work after parental leave | Manpower | 30 | 19 | 11 | 37 | 26 | 11 | 33 | 19 | 14 | 33 | 24 | 9 | - |
| | Return to work rate | % Employees | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | - |
| | Number of employees returning to work after parental leave who are still employed for the next 12 months | Manpower | 39 | 30 | 9 | 29 | 18 | 11 | 37 | 26 | 11 | 33 | 19 | 14 | - |
| | Retention rate | % Employees | 84.78 | 85.71 | 81.82 | 96.67 | 94.74 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | - |
| GRI 404-3 (2016) | Employees receiving regular performance and career development reviews | | | | | | | | | | | | | | |
| | Employee who received a regular performance and career development review during the reporting period | Manpower | 1477 | 1007 | 470 | 1,532 | 1,011 | 521 | 1,628 | 1,044 | 584 | 1,783 | 1,104 | 679 | - |
| | | % Employees | 100.00 | 68.18 | 31.82 | 100.00 | 65.99 | 34.01 | 100.00 | 64.13 | 35.87 | 100 | 61.92 | 38.08 | - |
| | Employees receiving regular performance breakdown by Employees by level ^[4] | | | | | | | | | | | | | | |
| | Executive (Level 16-19) | Manpower | 10 | 9 | 1 | 11 | 10 | 1 | 11 | 10 | 1 | 10.00 | 8.00 | 2.00 | - |
| | | % Employees | 0.68 | 0.61 | 0.07 | 0.72 | 0.65 | 0.07 | 0.68 | 0.61 | 0.06 | 0.56 | 0.45 | 0.11 | - |
| | Middle management (Level 14-15) | Manpower | 47 | 34 | 13 | 50 | 36 | 14 | 55 | 39 | 16 | 57.00 | 40.00 | 17.00 | - |
| | | % Employees | 3.18 | 2.30 | 0.88 | 3.26 | 2.35 | 0.91 | 3.38 | 2.40 | 0.98 | 3.20 | 2.24 | 0.95 | - |
| | Junior Management (Level 11-13 and Level 9-10 who responsible as Manager) | Manpower | 273 | 219 | 54 | 277 | 219 | 58 | 286 | 216 | 70 | 310.00 | 224.00 | 86.00 | - |
| | | % Employees | 18.48 | 14.83 | 3.66 | 18.08 | 14.30 | 3.79 | 17.57 | 13.27 | 4.30 | 17.39 | 12.56 | 4.82 | - |
| | Senior Employee (Level 9-10) | Manpower | 311 | 186 | 125 | 328 | 194 | 134 | 355 | 209 | 146 | 361.00 | 206.00 | 155.00 | - |
| | | % Employees | 21.06 | 12.59 | 8.46 | 21.41 | 12.66 | 8.75 | 21.81 | 12.84 | 8.97 | 20.25 | 11.55 | 8.69 | - |
| | Employee (Level 8 and below) | Manpower | 836 | 559 | 277 | 866 | 552 | 314 | 921 | 570 | 351 | 1045.00 | 626.00 | 419.00 | - |
| | | % Employees | 56.60 | 37.85 | 18.75 | 56.53 | 36.03 | 20.50 | 56.57 | 35.01 | 21.56 | 58.61 | 35.11 | 23.50 | - |

| GRI | Required Data | Unit | OR Performance | | | | | | | | | | | | | |
|------------------|---|---------------------------|---|--------------|--------------|-------|--------------|--------------|-------|--------------|--------------|-------|---------------|--------------|--------|---|
| | | | 2020 | | | 2021 | | | 2022 | | | 2023 | | | | |
| | | | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Target | |
| - | Performance appraisal | | | | | | | | | | | | | | | |
| | Management by objectives: systematic use of agreed measurable | % Employees | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | - | |
| | Multidimensional performance appraisal (e.g. 360 degree | % Employees | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | - | |
| | Formal comparative ranking of employees within one employee | % Employees | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | | |
| | Team-based performance appraisal | % Employees | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | - | |
| | Agile conversations | % Employees | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | - | |
| GRI 405-2 (2016) | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |
| | Executive level 16+ (base salary only) | THB | | 6,121,490.00 | 3,562,620.00 | | 5,547,561.00 | 4,512,720.00 | | 5,872,349.00 | 5,057,160.00 | | 7,018,973.75 | 5,072,235.00 | - | |
| | Executive level 16+ (base salary + other cash incentives) | THB | | 8,752,515.95 | 5,091,577.75 | | 8,996,107.12 | 7,427,185.00 | | 9,581,255.62 | 8,323,242.50 | | 11,776,590.44 | 8,515,464.25 | - | |
| | Middle Management Level 11-15 and Junior Management Level 9- | THB | | 1,889,710.13 | 2,252,888.36 | | 1,922,115.98 | 2,245,567.29 | | 2,002,793.85 | 2,120,793.45 | | 2,039,377.46 | 2,058,512.60 | - | |
| | Middle Management Level 11-15 and Junior Management Level 9-10 (base salary + other cash incentives) | THB | | 2,675,978.55 | 3,181,313.28 | | 3,124,772.97 | 3,626,143.37 | | 3,251,596.38 | 3,431,240.31 | | 3,392,102.81 | 3,445,512.81 | - | |
| | Non-management level 10- (base salary only) ไม่นับ 9-10 ที่เป็นผู้จัดการแผนก | THB | | 614,345.97 | 569,728.11 | | 646,236.59 | 583,333.14 | | 658,127.41 | 591,327.49 | | 646,648.97 | 583,108.52 | - | |
| | | | | | | | | | | | | | | | | |
| | Women/men for executive level 16+ (base salary only) | Ratio | 0.58 | | | 0.81 | | | 0.86 | | | 0.72 | | | | - |
| | Women/men for executive level 16+ (base salary + Other cash incentives) | Ratio | 0.58 | | | 0.83 | | | 0.87 | | | 0.72 | | | | - |
| | Women/men for Middle Management Level 11-15 and Junior Management Level 9-10 (base salary only) | Ratio | 1.19 | | | 1.17 | | | 1.06 | | | 1.01 | | | | - |
| | Women/men for Middle Management Level 11-15 and Junior Management Level 9-10 (base salary + Other cash incentives) | Ratio | 1.19 | | | 1.16 | | | 1.06 | | | 1.02 | | | | - |
| | Women/men for Non-management level 10- (base salary only) ไม่นับ 9-10 ที่เป็นผู้จัดการแผนก | Ratio | 0.93 | | | 0.90 | | | 0.90 | | | 0.90 | | | | - |
| | - | Employee Engagement | | | | | | | | | | | | | | |
| | | Employee Engagement Score | % of employees with top level of engagement | 77 | 82 | 66.00 | 71 | 77 | 59 | 71 | 77 | 59 | 71 | 77 | 62 | |
| Data Coverage | | % of employees who | 92 | 93 | 88.00 | 96 | 96 | 95 | 91 | 93 | 87 | 90 | 92 | 88 | | |

| GRI | Required Data | Unit | OR Performance | | | | | | | | | | | | |
|-----------------|--|---------------------|----------------|-------|--------|--------|-------|-------|--------|-------|-------|--------|-------|-------|--------|
| | | | 2020 | | | 2021 | | | 2022 | | | 2023 | | | |
| | | | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Target |
| | Employee Engagement Score breakdown by Gen (Age Distribution) | | | | | | | | | | | | | | |
| | Baby Boomer | % Employees | 89 | 89 | 90.00 | 91 | 91 | 90 | 90 | 88 | 100 | 94 | 97 | 80 | |
| | Gen X | % Employees | 87 | 88 | 79.00 | 85 | 87 | 77 | 83 | 84 | 77 | 84 | 85 | 78 | |
| | Gen Y | % Employees | 71 | 77 | 61.00 | 64 | 71 | 54 | 65 | 73 | 54 | 66 | 72 | 58 | |
| | Employee Engagement Score breakdown by Management level | | | | | | | | | | | | | | |
| | Executive (Level 16-19) | % Employees | 100 | 100 | -- | 96 | 97 | 92 | 71 | 66 | 85 | 75 | 86 | -- | |
| | Middle management (Level 14-15) | % Employees | 89 | 84 | 100.00 | 82 | 85 | 72 | 77 | 82 | 63 | 86 | 82 | 93 | |
| | Junior Management (Level 11-13 and Level 9-10 who responsible | % Employees | 91 | 93 | 82.00 | 86 | 89 | 76 | 79 | 85 | 58 | 78 | 82 | 63 | |
| | Senior Employee (Level 9-10) | % Employees | 69 | 73 | 64.00 | 68 | 71 | 64 | 66 | 67 | 65 | 65 | 70 | 58 | |
| | Employee (Level 8 and below) | % Employees | 75 | 81 | 61.00 | 67 | 75 | 51 | 70 | 79 | 54 | 71 | 77 | 61 | |
| GRI 2-30 (2021) | Freedom of Association / Collective Bargaining Agreements | | | | | | | | | | | | | | |
| | Number of employees covered by collective bargaining | Number of Employees | 1,477 | | | 1,532 | | | 1,628 | | | 1,783 | | | - |
| | Percentage of employees represented by an independent trade union or covered by collective bargaining agreements | % Employee | 100.00 | | | 100.00 | | | 100.00 | | | 100.00 | | | - |
| - | Coverage of Living Wage Assessment | | | | | | | | | | | | | | |
| | Own operations/ Employees ^[7] | % FTEs | No Data | | | 100 | | | 100 | | | 100.00 | | | - |
| - | Living Wage Employees | | | | | | | | | | | | | | |
| | Living Wage | | | | | | | | | | | | | | |
| | Living Wage Employees in Thailand | THB | No Data | | | 17,701 | | | 14,202 | | | 14,235 | | | - |
| | Percentage of FTEs | | | | | | | | | | | | | | |
| | Percentage of FTEs based in in Thailand out of total FTEs | % FTEs | 98.04 | 66.42 | 31.62 | 98.63 | 64.75 | 33.88 | 98.53 | 62.78 | 35.75 | 98.71 | 60.80 | 37.91 | - |
| | Percentage of FTEs based in in Cambodia | % FTEs | 0.47 | 0.41 | 0.07 | 0.33 | 0.26 | 0.07 | 0.43 | 0.37 | 0.06 | 0.39 | 0.34 | 0.06 | - |
| | Percentage of FTEs based in in China | % FTEs | 0.34 | 0.34 | 0.00 | 0.26 | 0.26 | 0.00 | 0.25 | 0.25 | 0.00 | 0.22 | 0.22 | 0.00 | - |
| | Percentage of FTEs based in in Myanmar | % FTEs | 0.41 | 0.41 | 0.00 | 0.20 | 0.20 | 0.00 | 0.12 | 0.12 | 0.00 | 0.06 | 0.06 | 0.00 | - |
| | Percentage of FTEs based in in Philippines | % FTEs | 0.34 | 0.27 | 0.07 | 0.26 | 0.20 | 0.07 | 0.31 | 0.25 | 0.06 | 0.28 | 0.17 | 0.11 | - |
| | Percentage of FTEs based in in Lao PDR | % FTEs | 0.27 | 0.20 | 0.07 | 0.20 | 0.20 | 0.00 | 0.25 | 0.25 | 0.00 | 0.22 | 0.22 | 0.00 | - |
| | Percentage of FTEs based in in Vietnam | % FTEs | 0.14 | 0.14 | 0.00 | 0.13 | 0.13 | 0.00 | 0.12 | 0.12 | 0.00 | 0.11 | 0.11 | 0.00 | - |

| GRI | Required Data | Unit | OR Performance | | | | | | | | | | | | |
|----------------|---|------|----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| | | | 2020 | | | 2021 | | | 2022 | | | 2023 | | | |
| | | | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Target |
| Provident Fund | Provident Fund | | | | | | | | | | | | | | |
| | Number of employees participating in the Provident Fund | - | 1430 | 980 | 450 | 1459 | 970 | 489 | 1531 | 1000 | 531 | 1,683 | 1050 | 633 | - |
| | Employee attendance ratio | - | 96.8% | 97.3% | 95.7% | 95.2% | 95.9% | 93.9% | 94.0% | 95.8% | 90.9% | 94.3% | 95.0% | 93.2% | - |

Remarks:

N/A (Not Applicable): There is no relevant to the operations of OR.

No Data: There is no data in the reporting year.

- [1] Refer to all employees under the OR's employment contract including Secondment-out agreement (excluding Secondment-in under the Personnel Secondment Agreement and Chief Executive Officer (CEO))
- [2] Outsourced workers refers to contractors who deliver tasks specified in the annual TOR and do not include short-term outsourced workers during the year e.g. sub-contractors, consultants, housekeepers, etc.
- [3] Other refers to other provinces outside Bangkok where OR's offices are situated.
- [4] Employee level numbering is adjusted in 2016 in order to standardize throughout PTT Group.
- [5] Hours of training and further study are included in the average hours of training per year per employee.
- [6] Management positions are included junior, middle, and senior levels.
- [7] OR's Employees in Thailand
- [8] OR incurs "No Data" of Average hiring cost/FTE in 2019-2020 because it was previously a business unit of PTT and OR was officially established in 2018 and IPO in 2021. Therefore previous human resource data could not be segregated as data was consolidated as part of PTT.